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ABSTRACT

A new paradigm for mentoring is necessary in today's companies, which Peter Senge has referred to as "learning organizations" (Senge 1990). This book argues that mentoring in learning organizations today means valuing creativity over control, fostering growth by facilitating learning, and helping others get smart, not only get ahead. In the new mentoring relationship that fits current business realities, mentoring is a collective pursuit that works best when mentors are focused on building rather than boasting. The book describes the power-free facilitation of learning, about teaching through consultation and affection rather than through control and assessment. Part 1, "Mentoring Is...", describes the principles and roles of mentoring as new forms of leadership are needed in an environment of fast-changing technologies. Part 2, "Surrendering," describes ways that mentors can relinquish efforts to control the relationship. Part 3, "Accepting," focuses on learning how to practice accepting skills, such as dramatic listening and the management of learner resistance. Chapters in the fourth part, "Gifting," address the need for reciprocity in the mentor-protege relationship. Chapters in part 5, "Extending," address helping the protege to become self-sufficient. An index is included. (Contains 34 references.) (LMI)

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